

"Will's Triple Win coaching methodology makes leadership improvement visible, shared, and connected to business performance."

Alan Mulally

CEO of Ford, 2006-2014

#3 Fortune "World's 50 Greatest Leaders"

EVERYBODY WINS

**BETTER
LEADERS**

**BETTER
TEAMS**

**BETTER
RESULTS**

Leadership Coaching for Coaches and Manager-Coaches,
with a **95% success rate** confirmed by coworkers,
based on **100,000 leaders coached**.



WILL LINSSEN



EVERYBODY WINS

Better Leaders, Better Teams, Better Results

WILL LINSSEN

Everybody Wins
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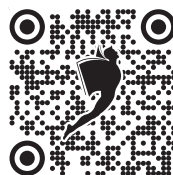
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ACKNOWLEDGMENTS

This book exists because of the people around me.

First, to the thousands of coaches I've trained and certified over the years: your dedication, your energy, and your commitment to leadership coaching at the highest level have been a constant source of inspiration for me and my colleagues at Global Coach Group. Without your passion and your community, this book simply wouldn't exist. I'm especially grateful to those who contributed directly to the creation of this book and the development of the Triple Win Leadership Coaching approach.

To the leaders around the world who have trusted me with their coaching journeys: thank you for your courage, your openness, and your willingness to embrace change and go the distance. Your success stories are the foundation of the Triple Win methodology, and I'm honored to have played a part in the impact you cocreated with your teams.

To my colleagues and business partners at Global Coach Group: your insights, feedback, and collaboration have been essential in refining our approach and expanding our impact across the globe.

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To my family: your support, encouragement, and patience have been my anchor through every part of this journey. Your belief in me has inspired me more than you know.

And above all, I give thanks to God, whose grace, guidance, and faithfulness have carried me throughout this journey.

This book is proof that none of us do our best work alone. Thank you all for being part of it.

WHAT OTHERS ARE SAYING

I am excited to share the positive impact our approach has had on coaches and leaders around the world. Over 4,000 coaches and more than 100,000 leaders have experienced the transformational benefits of using this methodology firsthand in their leadership coaching journeys. With hundreds of testimonials on my LinkedIn profile, I selected several testimonials to showcase the powerful impact our approach has had, providing real-life examples of growth and success for coaches, leaders, and organizations. We hope the insights offered by these diverse voices inspire and encourage you to build momentum in your leadership coaching journey.

WHAT ORGANIZATIONAL LEADERS ARE SAYING

Having led organizations on three continents with very diverse leadership teams, it has become ever so clear that leadership is a personal and customized service that we provide to the people we work with in our organization. Working with Will helped me to cut through the complexity of diversity and accelerate my leadership effectiveness as I moved into a new leadership role. The overall experience has produced great insights and value for our business. Using the Triple Win Coaching approach from Global

Coach Group provided me with specific suggestions from my team and other coworkers that we needed in our dynamic business environment to adapt to the rapidly changing requirements.

Will's expertise in leadership change and insights into our organizational culture helped me to swiftly and effectively pinpoint my leadership focus, and drive team engagement and empowerment at the same time. And as an added bonus, the transparent coaching process and measurable results made it all even more simple and enjoyable to create the change we needed for our leadership team. I have embedded this coaching approach in my leadership style moving forward.

Thomas Klein, Vice-President Mercedes-Benz

The challenges of leadership are exacerbated by the fast-paced, high-performance culture in our industry, which makes navigating all the people and leadership challenges more strenuous. Global Coach Group's coaching approach, where the involvement of coworkers is an integral part of the leadership change journey, was challenging at first but turned out to be the key to success. Taking the lead in change comes naturally to me, and the close involvement of my team and peers created a natural momentum that institutionalized the team and culture change when we needed it the most. This coaching journey has been a great win for me and my team, and has guided the business simultaneously. The return on investment has been amazing.

Simon Keeton, President ON Semiconductor

As a long-time CEO, I had the privilege of being coached by some of the best coaches in the world. Working with Will Linssen

was transformational for me and my executive team, and it is clear why he ranks as the #1 global leadership coach. The last time I worked with Will was a really tough case. An entirely new management team, a difficult turnaround in a chaotic market, and a truly toxic culture. Will was super-quick to understand the details of the uphill battle we faced externally and internally. The agile GCG coaching process provided tangible guardrails for us to plan and make incremental improvements. It made it easy to commit to change and take one step at a time. Will also provided a wealth of frameworks and best practices for specific tactical and strategic projects we had been struggling with. All our leaders in the executive team got measurably better, and even our Employee NPS (Net Promoter Score) and pulse surveys improved significantly as a result. A great return on investment indeed. I won't hesitate a minute to work with Will again!

Silvan Cloud Rath, CEO Twinner

The coaching and leadership development program with Global Coach Group has helped me tremendously in becoming a more effective leader, which greatly benefits my team. Will brought a wealth of experience from different cultures, industries, and challenging situations. Throughout the coaching journey, he tapped very quickly into the issues that needed to be addressed and connected my specific challenges of a fast-paced, project-driven, high-tech industry with suggestions from my team and combined this with his experience into solutions that custom-fit my environment. Partnering with Global Coach Group and my coach has been a great, enjoyable, valuable, and effective journey.

Dr. Eric Shero, Vice-President ASM

WHAT LEADERSHIP COACHES ARE SAYING

As a Harvard Leadership Development expert, I've witnessed the transformative effects of Global Coach Group's Triple Win Coaching methodology. This approach surpasses high standards and significantly enhances leaders' behavioral and strategic capacities. It fundamentally transforms coaching, ensuring personal growth, stronger teams, and improved organizational results.

Rajeev Mandloi, Harvard Business School Publishing

As an experienced coach and facilitator myself, I can honestly say that Will's expert-level knowledge of executive coaching, the application of that knowledge within a well-defined and structured coaching program, and the ability to support a cohort of distributed learning participants was nothing short of 'Master' level. During the GCG certification program, Will and the GCG team managed the online interaction with each of us, bringing his knowledge, supporting us in transferring that knowledge, and bringing energy, enthusiasm, and humor—it was a great experience. Will brought so much to the program that made the experience a fantastic one.

Adam Detwiler, USA

Unlock the true potential of professional executive coaching with time-saving strategies that set the stage for focused sessions. By streamlining the essential elements, leaders can dive straight into the heart of the matter, allowing for maximum impact and real results.

Cristian Hofmann, Switzerland

The Triple Win Coaching process provides a robust and clear methodology for coaches to utilize with so much ‘done for you’ in terms of client resources, templates, etc. For us, it formalized what we do as leadership and team development coaches, but importantly, it gave us a clear return on investment proposition to take to organizations, turning our coaching proposal from a ‘nice to have’ into a ‘must have’. The combination of self-paced learning with plenty of practice offers coaches the opportunity to learn in their own time but also benefit from peer-to-peer work. Direct access to Will in the workshops was a huge plus as it gave us the opportunity to benefit from his vast experience and insight regarding the practical application of the GCG methodology. Highly recommended.

Helen Holan, Australia

Firstly, the program’s philosophy of including coworkers in the leadership coaching engagement to improve their performance is a powerful tool to deliver behavioral change, and it has statistical evidence to back it up. Next, the coaching content was very strong and highly structured, giving the coach in training a step-by-step system to implement the various stages of the coaching approach. Finally, the training itself was

delivered by Will Linssen. Will is highly credible, engaging, challenging, thoughtful, and humorous, and he got the measure of the attendees and pace of the delivery just right. I would heartily recommend the program's training and Will Linssen himself to any executive coach serious about delivering value to their clients.

Jonathan Webb, UK

The Triple Win Coaching approach offers guidance and flexibility to provide a bespoke coaching journey for the leaders and optimally guide and support them in their leadership growth. It really helped me support leaders so that, in turn, they can achieve magnificent results for themselves and their teams. Working with the GCG's online coaching tools and resources in such depth has increased my capability and effectiveness to help leaders in their quest for growth and, at the same time, created a deeply ingrained connection with the GCG philosophy involving coworkers. Furthermore, the GCG process, system, and support allowed me to work on my passion for helping leaders achieve measurably improved effectiveness in a well-organized professional setting.

Marja Zandstra, Netherlands

INTRODUCTION

This book is an invitation to learn from 30 years of collective leadership coaching experience and the lessons shaped by the leaders and coaches I have worked with across the globe, so you can fast-track your own journey.

Over three decades of coaching leaders across six continents, I developed an approach that consistently produces results: not just for the leaders being coached, but also for the teams around them and the organizations they are part of. That is what makes the Triple Win so compelling.

But getting there wasn't linear. It was built through tens of thousands of engagements, countless refinements, and a long process of learning how leadership change actually impacts coworkers in ways they can recognize and value. The methodology you'll find in these pages is the product of all of that. Across more than 100,000 leaders coached, it consistently delivers a 95% success rate—confirmed not by the coach, but by the coworkers who witness the leadership change firsthand.

I'm sharing that journey to help you shorten the path from insight to impact in your own coaching. The thinking behind this approach, why it's structured the way it is, what I tried that didn't work, and what changed when I finally got it right, is just as useful as the methodology itself. Probably more so.

What you'll find here is practical. Every strategy, tool, and technique has been road-tested across tens of thousands of real engagements. You'll learn how to start smart and set up coaching success from day one, how to keep leaders moving forward when momentum stalls, and how to measure impact on leaders, teams, and performance in ways that build your credibility and grow your practice.

The philosophy running through all of it: *Leading is cocreating change with coworkers*. That belief shapes everything, including how we begin engagements, how we sustain them, and how we know when they've truly worked.

Let's get into it.

A NOTE ON TERMINOLOGY

Leader: *The person being coached in a leadership coaching engagement. Some methodologies refer to them as a 'coachee' or 'client'. I do not use the word 'coachee', finding it awkward and slightly demeaning to a person in a leadership position.*

Client: *The entity or person who pays for the coaching. Most of the time, that would be the leader's manager or the organization they work for. Sometimes, it is the leaders themselves.*

CHAPTER 1

FAST-TRACK YOUR COACHING SUCCESS

A roadmap to trust, credibility, and results



“After synthesizing all my coaching certifications, I’ve decided we should just see how you feel about making a plan.”

I can still vividly picture the early days of my coaching journey. I had done a lot of coaching as a corporate leader, both formally and informally, and I genuinely believed that stepping into professional coaching would be a smooth process. I had leadership and business experience. I had an MBA from a world-leading business school. I had the passion to help people leaders improve.

And yet, when I finally went out on my own, I felt something I hadn't expected: a distinct mix of nerves and pressure that came with operating as a solo entrepreneur in corporate environments different from the ones I had known before. I now had to adapt quickly to unfamiliar business realities. In corporate environments, expectations are high and patience is low. I was about to find out exactly what that meant.

Have you ever had that moment where you think you're ready to take off, only to realize you're still doing runway checks?

Within weeks of starting this new path, I was asked to be a keynote speaker at a conference on business and leadership. That invitation felt like a gift. It also became the launchpad for my first major coaching engagement.

After the talk, the CEO of a large Fast-Moving Consumer Goods (FMCG) organization wanted me to coach him and his executive team. On paper, it was the kind of opportunity every budding coach dreams of: high-level leaders, great fees, and the potential for references that could unlock more work. It even gave me a strong position inside that organization and that CEO's wider network.

In reality, it was a mixed blessing. The CEO wanted to move quickly. The engagement started within a week. What I had imagined would be fairly straightforward became complicated almost immediately. Even though I had a lot of experience in different industries, I didn't know their FMCG business well. I barely knew the CEO. I didn't know his team. And I certainly

didn't know their culture, the sensitivities, and the politics of their environment.

A few years earlier, my manager and CEO had shared an observation that stuck with me. He said that doctors sometimes use a medicine they understand, for a medical issue they don't fully understand, for a patient they barely know. That comment came back to me with force, because that's exactly how I felt.

And I did not want to be that type of professional partner to my leader.

So I went into full acceleration mode. When you're coaching in an environment with that many unknowns, the first real challenge is simple but brutal: *What do I use?* Which resources, tools, and professional experience will actually add value here? How do I become relevant quickly, without pretending to be something I'm not?

At that stage, it was a tough question to answer.

BATTLING IMPOSTER SYNDROME WITH BETTER INSIGHT

For the first time in my professional life, I ran head-on into Imposter Syndrome. I started questioning whether I was the right partner for this CEO and his team. I knew I had experience. I knew I could help. But the size of the engagement and the lack of runway triggered a kind of doubt I hadn't experienced before.

And here's the thing: I desperately wanted to deliver. This was my first big leader. Failure wasn't an option, not emotionally and not commercially.

So I did what many coaches do when they feel unsure. I overprepared.

For days, I worked relentlessly. I gathered materials. I studied the leader's industry. I read everything I could about their

environment so I could show up as a credible discussion partner for the CEO. Then I entered the engagement with a stack of insights and, more importantly, a stack of questions. My mindset became: *Start, engage, learn fast, and resolve the rest as we go.*

I also leaned into my network. I reached out to experienced coaches and consultants in the United States (USA), United Kingdom (UK), and India. I did rapid interviews and asked one simple question: *If you were in my situation, how would you approach this?*

A pattern emerged quickly. Their advice, combined with my own experience, led me to use various assessment tools. That proved to be a turning point.

Those tools gave me a clearer picture of the leader's effectiveness, at least as perceived by the people around him. That 360-degree perspective didn't just produce data; it gave me structure. I complemented it by interviewing the CEO and his executive team, exploring strengths, development areas, and the cultural and leadership challenges they were dealing with.

That combination of insight and structure did something important: It quieted the noise in my head. It reduced my performance anxiety. It helped me move from 'I hope I can do this' to 'I know what to do next.'

DEVELOPING A BESPOKE SERVICE OFFERING

Once I had stabilized the engagement and achieved clarity, I expected the next step to be easy. I had a few weeks to design the bespoke service offering that would help the CEO and his team make visible progress.

It sounded straightforward. It wasn't.

Every day felt like a countdown. This leader needed to feel improvement quickly. Not in six months. Not 'eventually.'

Quickly. And I didn't just need to facilitate progress—I needed to make it visible so the value of the coaching was undeniable.

The pressure was intense. Feeling their expectations on my shoulders, I knew I had exactly one chance to get it right.

With just enough time before we moved into full implementation, I traveled to the USA and the UK to become certified in various coaching tools and approaches. I told myself I was strengthening my service. In truth, there was also fear underneath it: the fear that I might not be enough on my own.

The certifications did give me ideas and useful resources. They also created a new problem: now I had *more* tools, the real challenge became integration.

How do you combine different tools into one coherent coaching service? How do you create a logical flow that makes sense to the leader and produces the impact they are paying for?

There was no gentle transition period. So I did what I had to do. I worked late, night after night, designing the program while the engagement was already moving.

I remember putting my children to bed, then sitting down again to print session materials from the computer in their room while refining techniques on my laptop in another room. I kept repeating a conviction to myself: *Just stay two steps ahead. You don't need to know everything today.*

But the doubt didn't disappear. It returned in waves. Panic and uncertainty would creep back in, week after week.

It felt like a daily marathon of blood, sweat, and tears.

And still, the engagement went well. The results were strong. The success led to more work in the same organization.

But it came with a hard realization.

That 'build it as you deliver it' approach was not sustainable. It wasn't scalable. It was draining me mentally and physically, threatening to strip the joy out of the profession I had just chosen as my new career path.

I needed something better: a structured, scalable approach that could be repeated, refined, and delivered without sacrificing sleep, health, sanity, and family time. The early wins proved that determination can take you far. But they also taught me that a robust coaching framework prevents burnout and creates long-term success.

USING A MODULAR APPROACH THAT PRODUCES MEASURABLE RESULTS

In my first five coaching engagements, completed within the first 18 months of entering this profession, my process engineering and business background helped me see three issues that would determine whether my coaching practice would thrive or stall.

1) Clarity and repeatability are not merely ‘nice to have’

At first, my coaching approach lacked the kind of structure that makes a service repeatable and scalable. So I built what I should have had from day one: a clear service proposition, modular tools and resources, and a focus on measurable outcomes.

Two well-known principles kept coming back to me, which eventually became the backbone:

- You can only manage what you can measure.
- What gets rewarded gets repeated.

Those two sentences sound simple, but in coaching they are game-changing. They force you to create a service that consistently produces results, not just good coaching conversations.

2) Certifications should save time, not create more work

Once I decided I wanted modular tools, I assumed the quickest path would be to collect more coaching certifications and then simply use the ‘ready-made’ resources from those programs with leaders.

That assumption was wrong.

Even today, after completing more than 15 certifications ranging from assessment tools to coaching techniques, I can say this honestly: the learning is valuable, but the materials are rarely ready to use as-is with leaders in real organizations. You still have to do a lot of work to translate theory into practical, relevant, and leader-friendly resources.

That annoyed me tremendously. If you invest serious time and money in a certification, you should walk away with resources that *reduce* your preparation time, not add to it. It felt like reinventing the wheel.

That frustration became a promise I made to myself: if I ever trained coaches, I would make sure they left with everything they needed to coach right away.

In plain terms: *Get certified today; coach your first paying leader tomorrow.*

That meant coaches should receive:

- **All the training and practice** needed to feel confident starting their first paid engagement (and start earning back the investment immediately).
- **All the ready-to-use leader resources** so coaches don’t spend days and days redesigning tools and resources from scratch.

- **Commercial insights** on how to run their practice: marketing materials, sales conversations, leader agreements, and fee structures that are actually usable.

As my coaching work grew, other coaches started asking about the approach. I built the coach training side in parallel, which evolved into what is now Global Coach Group. What we implemented in our certification programs is sometimes described by coaches as ‘a coaching business in a box.’ That’s exactly what it is: the structure, tools, and commercial clarity needed to succeed. Over time, this has grown into the largest leadership coaching network in the world, with more than 4,000 coaches certified on six continents.

3) Results have to be measurable in a way leaders understand

The third challenge was the biggest: data.

Leaders compare coaching to other professional services they purchase, like consulting or legal support. So results inevitably come into the conversation. Leaders and organizations want to know what coaching improved for the leader, what changed for the team, and whether performance moved in the right direction. They want to understand return on investment (ROI).

In the coaching industry, many people lean on confidentiality or claim that measurement is too hard to quantify, and they steer the conversation away from results. I never saw that as acceptable.

In the early nineties, when I worked in IT systems development for supply chain management, we dealt with similar questions. We justified investments through a combination of quantitative outcomes and qualitative benefits. It wasn’t perfect, but it was grounded and credible.

With that mindset, I started exploring the work of people who had already made serious efforts to measure behavioral

effectiveness and connect it to business outcomes. That includes work by Dr. Rensis Likert, Dr. Robert Cooke, and Dr. Daniel Goleman. Separately, Dr. Marshall Goldsmith applied a very focused mini-survey approach to track coworkers' perceptions of behavior change.

Their work helped shape my thinking about measurement. The other part of the answer came from leaders who created change inside complex organizations by involving people systematically. I wanted our coaching approach to align with how leaders and organizations were already creating change in their business settings. In other parts of their organizations, they were involving employees, customers, and stakeholders systematically to improve quality, service, innovation, engagement, and performance. The same logic should apply to leadership development. If leadership is experienced by others every day, then the people affected by that leadership should also be meaningfully involved in shaping, supporting, and confirming the change.

One of the strongest influences on my thinking has been Alan Mulally, whose Working Together approach shaped how he led as CEO of Boeing Commercial Airplanes and Ford. Through his experience and generosity in sharing his insights with me, I saw even more clearly that coworker involvement in leadership development cannot be occasional or informal. It needs to be consistent, disciplined, and systematic. That is where the real power emerges: when leaders genuinely involve the people around them, when the process gives that involvement structure, and when everyone stays engaged long enough for change to become visible and sustainable. I remain deeply grateful for Alan's perspective, his corporate leadership experience, and his thoughtful input on Triple Win Leadership.

Taken together, these influences helped me see that coaching needed both credible measurement and disciplined coworker involvement. I kept learning from the leaders I coached and

from organizations applying these ideas in their business. The challenge was to translate those lessons into a practical coaching process: one that would involve coworkers consistently, measure what they experienced, and connect leadership change to team and performance outcomes. That thinking led to our leadership pulse survey. In the early days, the survey focused mainly on whether coworkers could see improvement in the leader's behavior. Over time, we took a much bolder step by expanding it to include coworker-observed improvements in team effectiveness and performance results.

Yes, it felt like a bold step. But it also felt like professional accountability. If we claim coaching creates value, we should be willing to show evidence of that value through outcomes coworkers acknowledge.

We kept refining the approach, and today our coaching shows a 95% success rate of coworkers acknowledging improvements in the leader, the team, and performance results. I remain grateful for the influence of the great minds who helped shape this thinking and encouraged me to apply it in coaching engagements.

WHEN LEADERS AND THEIR MANAGERS UNDERMINE THE COACHING

After about three years and roughly two dozen coaching engagements, I felt like I had 'cracked the code.'

By then, the pieces were in place: a clearly defined service proposition, modular coaching tools and resources, and a measurement approach that could demonstrate results and even allow guarantees. So I thought: Now it will be smooth sailing.

Then I ran into another reality check: **coachability**.

I used to assume that if an organization paid for coaching, and a leader agreed to it, the leader would naturally want to

improve. In my corporate career, I had mostly worked with leaders who were eager to learn and grow. As a coach, I expected that same attitude to show up by default.

It didn't.

In one early engagement, a leader's progress was painfully slow. At first, I blamed myself. Was my approach wrong? Were my tools ineffective? Had I missed something?

Then I started noticing the pattern. The action plans weren't being implemented, even though the leader said they were. It wasn't one dramatic breakdown in a single session. It was a slow buildup, like clouds gathering for months and then a storm erupting out of nowhere. Eventually, the whole engagement stalled.

When we finally had an honest conversation, the truth surfaced: the leader had been pushed into coaching by their manager. They hadn't chosen it. They were complying, not committing.

And that put me in a difficult place as a coach. What resources could I create? What coaching services could I design? How could I make a leader engage in their own leadership change when they hadn't truly chosen it?

I briefly considered investing more time with the organization, the manager, and the coworkers to 'help' the leader implement the action plan. Then I caught myself: that would be wrong. Coaching is not about the coach taking over leadership responsibilities. And practically speaking, it would have been a massive amount of extra work with no realistic way to justify invoicing it. Spending a lot of time doing the leader's work without compensation wouldn't be a solution to this kind of problem.

So I had to accept the hard truth: a lack of coachability can derail even the best coaching process.

WHAT GETS IN THE WAY OF COACHABILITY?

It took time to understand this, because coachability doesn't show up in one neat package. It appears in different forms across different engagements. But while I was wrestling with the question, I remembered something Stephen Covey once said in his Seven Habits program I attended.

The essence was this: we can help many people, but not everyone wants help. And if you want to make a real impact as a coach or teacher, your focus should be on those who actually want to go the distance.

That sparked a pivotal question: *Which leaders are coachable, and which leaders are not?*

The tricky part is, coachability isn't only influenced by the leader: it can also be undermined by the manager or the broader coworker environment. I encountered many versions of this problem over time, which I'll unpack in Chapter 4 ('Don't Assume, Align').

In that chapter, you'll learn why coachability needs to be determined *before* you start the engagement, using commitment-oriented pre-engagement questions that create clarity around intentions and support. You'll also see a coaching tool designed to strengthen the leader's commitment to growth and create early momentum that makes the journey easier for everyone involved.

GETTING LEADERS UNSTUCK

Momentum matters. Without it, coaching turns into a slow walk through soft sand.

In a 6- to 12-month coaching engagement, leaders can get stuck for many reasons. I studied these situations over time,

comparing the engagements that stalled with those that ended in excellent results.

Common reasons leaders get stuck include:

- major organizational change that consumes attention
- personal life issues that drain energy
- the belief that change is too much work without a quick payoff
- the feeling that coworkers aren't collaborating enough
- declaring victory too early, before the change is visible and embedded.

At the same time, leaders who finished strong tended to share a few traits. They kept the big picture in mind. They crowdsourced challenges and solutions. And they stayed committed to the promises they made to themselves and others.

From those insights, I reverse-engineered tools to help leaders regain traction when the journey slows down. Two examples are:

- the **Triple Win Business Case**
- a clear commitment to **cocreating change with coworkers**.

What makes these tools powerful is that they can be used early in the engagement, when the leader is still motivated, open, and envisioning their change. Then, when challenges inevitably arise later, the coach can simply bring the leader back to the solutions they had already created and committed to. These become evergreen drivers of momentum throughout the journey.

You'll find more on keeping momentum and unlocking leadership progress in Chapters 5 ('Committed Start'), 6 ('Focus Is the Lever'), and 9 ('Turning Challenges into Momentum').

WHAT MY EARLY YEARS TAUGHT ME

Over time, the stress and frustration I felt in my early coaching career started to fade. The bigger picture began to come together. Those scattered ‘Eureka’ moments slowly became a coherent methodology, with measurable results forming the foundation of what would evolve into the Triple Win Leadership Coaching approach.

With more leaders and coaches wanting this results-driven work, I made a major decision in 2012: I went all in on training and certifying coaches in the approach.

I wanted to spare new coaches the anxiety of the constant scrambling and (re)assembling I had lived through, because coaching should not require reinventing the wheel every week. Time and energy should go into helping leaders and teams improve, not into building tools from scratch at midnight.

So I set one central objective for our certification approach:

Coaches certified today should be able to coach their first leader tomorrow.

That meant delivering what I wished I had received at the start of my journey:

- the training and practice required for the first paid engagement
- the tools and resources needed to start immediately
- the commercial insights to build a real coaching practice.

That same year, we grew the team and started developing resources and technology. In 2013, we also took on the challenge of pioneering eLearning and online coaching tools.

Looking back over a twenty-five-year coaching journey, I can tell you this: connecting the dots is always easier in retrospect than it is when you're trying to create the path while walking it.

But here are the principles that have proven themselves repeatedly:

- **More structure**, through a clear service proposition, creates **more freedom** to customize the coaching engagement to fit the leader's needs along the way.
- **Involving coworkers** makes coaching more relevant for the leader, builds shared ownership and is more hands-on for the coach.
- It also makes **measuring and guaranteeing results** far more reliable.
- And finally: **It's not about the coach. It's about the leader and their coworkers.**

VALIDATED BY LEADERS AROUND THE WORLD

What I share in this book began more than thirty years ago, when I started coaching leaders. Over time, that work grew into Global Coach Group, an international leadership coaching network of more than 4,000 coaches across six continents. Together, we have used this methodology with more than 100,000 leaders and their coworkers, producing a 95% success rate.

But it is worth being clear about what 'success' means.

In many coaching approaches, success is not measured at all. When it *is* measured, it is often based on how the leader felt about the coaching journey or their own transformation. That matters, but it is a poor proxy to measure real change. Leadership change is not validated by the leader's private sense of progress. It is validated by the impact that change has on the many people they lead and work with every day.

The leader should have a vote. But the leader should not have the *only* vote. Measuring leadership change by asking only

the leader is like assessing customer experience by asking only the service provider, without asking the customers. The people who experience their leadership day after day bring their unique perspectives. Taken together, their opinions carry more weight as they reveal whether anything has meaningfully changed.

That principle sits at the heart of Triple Win Leadership Coaching. Throughout the engagement, coworkers—including direct reports, peers, managers, and other stakeholders—are asked whether the leader has visibly improved in the development areas they chose to work on. The question is not whether coworkers appreciated the coaching process or whether the leader felt changed by it. The question is whether the leadership change is visible, meaningful, and beneficial enough for coworkers to see it, feel it, and confirm it.

Across more than 100,000 leaders coached, we have seen a clear pattern: when coworkers are consistently involved in the coaching, 95% of them report visible improvement in the leader's chosen development areas. That is what we mean by a 95% success rate. It is not a self-satisfaction score of the leader. It is the verdict of the people who interact with the leader as part of their work, made possible by a coaching process that keeps them involved, engaged, and able to confirm visible improvement.

That is the bar. If positive change does not result in visible success for coworkers, it does not really exist.

So if you want to be the kind of coach whose work consistently produces visible change, who serves leaders who genuinely value their change journey, and who can stand behind results with confidence, this book is for you.

And if your current approach relies mainly on raising self-awareness and building action plans, without consistent coworker involvement or measurable outcomes, then expect a serious challenge to your mindset as you read on.

I have been fortunate to see this work recognized externally as well. I have been named a LinkedIn Executive Coaching Top Voice, the world's #1 leadership coach by Global Gurus, and the #1 coach trainer by Thinkers50. I am an international best-selling author, an advisor to the Harvard Business Review, and a Master Certified Coach with the International Coaching Federation.

More importantly, after more than 30 years of leadership and coaching experience across North and South America, Europe, Asia, Australia, and Africa, and more than 25,000 coaching hours, I can say this with confidence: when leaders genuinely care about themselves, their teams, and their performance, this approach works across levels, cultures, organizations, and industries.

This book is for ambitious coaches who want to help results-driven leaders achieve a Triple Win: improve themselves, strengthen team engagement, and enhance organizational performance. For the leader, that means Better Leaders, Better Teams, and Better Results. For you as a coach, it means more impact, more coaching, and more leaders who value your work. Everybody wins.

REAL-WORLD LEADERSHIP COACHING INSIGHTS FROM GCG COACHES

*When a leader is told to get a coach,
can coaching still work?*

DOMINIQUE BECK

Australia

Mark's case suggests the answer is yes, but only if the coach helps the leader move from reluctant compliance into something that genuinely matters: a leadership journey that strengthens his impact on the people around him, not just his own development.

Mark, a director in a large Australian government organization with 11,000 employees, was sent for coaching by his manager. Not invited. Not encouraged. Told. His manager respected Mark's intelligence and technical expertise, but saw clear gaps in his emotional intelligence and communication effectiveness that were beginning to limit his impact as a leader. The organization's People Matter Survey would serve as an objective benchmark for progress.

Mark had never been coached before. He was uneasy about the process and uncertain about how his manager truly perceived him. He did not think of himself as an ineffective leader. On the contrary, he held himself to high standards, exercised sound judgment, and had built his credibility through performance and precision. Being directed into a coaching engagement felt less like an investment in his

development and more like a challenge to his professional credibility. The conditions for a productive coaching relationship could hardly have been less promising.

Finding his own reason

Mark shared his situation openly at the start of the first session. Defining a coaching agenda in that context would have been the wrong starting point. I wanted him to explore the outcomes that would matter most for him and his team. So before anything else, I asked him a single question: *What would make this engagement worth your while as service director?*

That question created unexpected space. Mark began articulating leadership outcomes he would be genuinely proud to achieve. Being more effective with his people. Ensuring his team would step up in terms of productivity and the quality of their output. Creating a better quality of service for the customers they served. That would give him real personal satisfaction, but it also stirred something deeper: the very challenges and frustrations he had been wrestling with for years.

This opened the larger question: *If that is what you want to achieve, what are the people in your team actually saying that is getting in the way?*

That question opened the path to the People Matter Survey. Rather than presenting the data as evidence of a problem, I used it as a lens for exploration. Mark engaged openly rather than defensively. The conversation was no longer about what his manager wanted from him. It was about what he wanted to achieve for himself, his coworkers, and the people they served. The connection between the

outcomes he wanted to achieve and what his coworkers were experiencing became visible on his own terms.

From that conversation, two development areas emerged: listening to understand and integrating the opinions of others into decisions, and improving overall service quality. He did not want to be tolerated as a technically strong director. He wanted to be recognized as an effective leader by the people he led and by the manager whose respect he valued. The engagement was contracted around both priorities, and that ownership became the engine of everything that followed.

Doing the work with his team

With ownership established, the engagement could be structured around what genuinely mattered: to Mark, to his manager, and to the coworkers who experienced his leadership every day.

Development resources were incorporated throughout, always framed as options aligned to his goals, never as prescriptions. He selected what was relevant and implemented it with consistency.

A critical step was bringing coworkers into the process. Mark began talking to his team, not just about operational matters but about how they experienced his leadership. He asked them for practical suggestions on what he could do differently, and he invited them to be part of the change journey rather than positioning himself as someone working on his development in isolation. That shift from private self-improvement to shared leadership growth was foundational. His coworkers were no longer observers of his leadership change journey engagement. They were participants in it.

As the engagement progressed, coworkers began acknowledging the shift. Their pulse feedback during the journey pointed in the same direction: Mark was listening more, involving people more, and leading with greater openness.

Early on, Mark acknowledged a pattern his manager had also identified: black-and-white thinking, with limited tolerance for ambiguity and little patience for what he perceived as underperformance in others. Because he had chosen to be in the process, he did not experience that candor as criticism. He experienced it as a precise identification of the internal patterns limiting his effectiveness. He practiced pausing before responding, and built the habit of recognizing his own progress, a discipline that proved stabilizing as the engagement moved through its more demanding phases.

What changed

Mark's growth showed up in ways both internal and measurable.

He learned to pause before reacting, to notice what was happening inside him and choose a response rather than default to impatience. He began practicing something entirely new: acknowledging himself when he got it right. Self-recognition had never been part of his repertoire, and building that habit was a breakthrough in its own right.

Then came a real-world test. A major project collapsed, wasting millions of dollars in public funds. The executive team was stuck. Mark did something that would have been out of character before coaching. Rather than keeping an unconventional idea to himself, he took the problem to his team. He listened to their perspectives, shaped a proposal

that reflected their collective thinking, and brought the cocreated solution to the leadership table. It was accepted and implemented.

For Mark, this was more than a good idea landing. Earning his manager's trust as a people leader had been one of his goals from the start, and his manager could see the shift as well. Mark was not just bringing forward a stronger idea. He was showing up as a more collaborative leader, working with coworkers rather than acting alone.

And then the data arrived. In the People Matter Survey, completed right after the coaching program, Mark's department achieved remarkably strong employee engagement scores across the entire 11,000-person organization. The improvement was not self-reported. Coworkers confirmed it in their feedback and in the People Matter Survey, and his manager could see the shift as well. This was leadership change others could experience, not just Mark describing progress himself.

Takeaway for coaches

Mark's case illustrates a principle that matters in every coaching engagement, but is especially critical when a leader has not chosen to be there: the leader must find their own reason to engage, and that reason must reach beyond themselves.

Meet them where they are. Build trust from the first interaction. Contract clearly. But do not stop at individual ownership. Help the leader see that leadership is fundamentally about the people around them. When a coach helps a leader realize that their growth is not a solo endeavor, something shifts. The leader begins to involve coworkers in the change,

to listen to their input, to cocreate solutions rather than generate them alone.

That involvement changes everything. The leader is no longer carrying the weight of transformation alone. Their coworkers become active partners in the leadership journey, which is the essence of leadership itself. Shared ownership of leadership change between the leader and the people they lead creates a reality where the leader is supported, not isolated, in their development.

For a coach, helping the leader build that kind of coworker-supported change is a game changer. It turns coaching from a private conversation into visible, measurable leadership change that the whole team can experience and confirm.

For Readers of This Book

Access Your Free eLearning

Continue your learning beyond the chapter with additional cases, examples, coaching tools, and practical demos that help you apply the Triple Win methodology in your coaching practice or leadership development programs.

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CHAPTER 2

THE COACHING BLUEPRINT THAT DELIVERS

A bespoke, repeatable journey to reliable
and measurable results



“Her inner journey has been transformative, but forgive my oversight: my ROI spreadsheet seems to be missing the column for the team’s actual experience.”

Chapter 2 Overview

What to expect:

The Triple Win coaching blueprint is a structured, bespoke, repeatable coaching journey that flexes around the leader, the team, and the organizational context. This chapter lays out the full approach so you can see how every phase connects and why the sequence matters.

What sets it apart?

Most coaching methodologies give you models, frameworks, or self-awareness tools and then leave you to figure out how to turn that into a service that produces visible results. Triple Win closes that gap. It connects leadership development to team effectiveness, coworker involvement, and business outcomes in a coherent flow, so the coaching isn't just insightful—it delivers measurable outcomes and real value that become visible to leaders, coworkers, and managers alike.

Why it matters:

When your coaching is structured this way, credibility follows naturally. You're not asking leaders or organizations to take your word for it. The results show up in the perceptions of the people who work with the leader every day, and that changes how coaching is valued inside the organization.

LEARNING FROM THOSE WHO ALREADY PAID THE PRICE

I still remember sitting in a Silicon Valley office, coaching the CEO of a fast-scaling startup. We were talking about his learning curve and the way he developed himself. He leaned back and said:

Learning by making every mistake yourself is a costly way to grow. It eats time, burns money, and can be painful. In business and in life, you simply don't have the capacity to experience every possible misstep firsthand. The smarter path is to learn from people who have already paid the price, so you don't have to.

That moment stuck with me.

It also explains why I'm writing this book in the first place. Over decades of coaching, I've built a substantial reservoir of experience from working with thousands upon thousands of leaders and coaches worldwide. I've been blessed to learn from what worked, what didn't, and what consistently created progress. And the more I learned, the stronger my drive became to help others achieve success faster, without unnecessary detours.

What you'll find in this book is meant to accelerate your path to coaching success. At the same time, it is not a rigid script. It is designed so you can add your own style, your own tools, your own personality, and your own passion to the coaching service you deliver.

COACHING IS JUDGED BY OUTCOMES, NOT INTENTIONS

Early in my coaching journey, one lesson became very clear: clients want results.

They don't only want a leader to *feel* improved. They want to hear it from the people who work with that leader: the team, the manager, peers, and other stakeholders. They want proof that the change is real. They want to see the effect on team effectiveness, collaboration, execution, and performance outcomes. In short, they want evidence they can trust.

Hearing that message again and again sent me on a mission: build a leadership coaching service that delivers what clients and leaders are actually asking for.

That is how Triple Win Leadership Coaching came into being: a structured way of coaching leaders to improve their own effectiveness, strengthen the team's effectiveness, and move the needle on performance. A key ingredient is that coworkers are not spectators in the process. They are part of it. Their input, their observations, and their collaboration are what make the change stick. As a result, coworkers become co-owners not only of the process but also of the results they want to experience in the workplace.

To shape this approach, I broadened my learning. I borrowed from behavioral change practices already common in coaching, and I also looked outside coaching to methods organizations use in other domains. Over time, we started seeing outcomes that were better than we expected. We double-checked the data repeatedly, because the consistency was almost hard to believe.

As mentioned in Chapter 1, this coaching approach produced a 95% success rate, confirmed by coworkers. This is what we now call Triple Win Leadership Coaching—Better Leaders, Better Team, Better Results—with that 95% success rate validated by the people around the leader.

And what does the coach get out of it?

Over the years, I've spoken with thousands of coaches. Most of them want two things: more leaders and more coaching expertise. Their leaders also want results, not just a 'meaningful

experience.’ So if a coach wants more opportunities, they need to create more impact.

This is exactly where Triple Win Leadership Coaching supports the coach. By delivering a Triple Win for the leader, coaches create stronger impact, deliver coaching journeys that leaders truly value, and build a reputation for measurable progress. That leads to more repeat engagements and more referrals.

Triple Win Leadership Coaching means More Impact, More Coaching, and More Clients for the coach.

MAKE YOUR VALUE UNDENIABLE

From the first day I started coaching leaders, one challenge stood out: earning your seat at the executive table. You earn that seat by being worth it. And ‘worth’ has multiple layers.

Here are the dimensions I learned to pay attention to:

- **Worth for the leader (worth = value)**

The leader knows their reality best: the business context, the history, the team dynamics, the politics, the pressure to deliver. As a coach, the silent question resonating in your mind is always: *Do I understand their world well enough to add real value?*

- **Worth of your content (worth = value)**

Do you have the frameworks, tools, and resources to match the leader’s actual challenges? Not generic advice, but the right content for the right moment.

- **Worth for the coach (value for you)**

How do you maximize time in coaching conversations and reduce the hours lost in preparation, administration, and follow-up? The value is in face-to-face coaching time, which is where the breakthroughs happen and the billable hours are. Another question matters here: *Do I have enough structured content to support a full coaching journey spanning six to twelve months?*

- **Worth for the leader system (value for the leader, Triple Win)**

How do you deliver impact for the leader, the team, and the organization? And how do you measure it in a way that is independent, objective, and hard to argue with? If the value is real, it should be visible and widely acknowledged.

When these forms of worth are built into your coaching service, everything changes. You show up with grounded confidence. You feel energized and committed to deliver. And the leader sees that you are not merely ‘hoping’ for results. You are set up to cocreate them. Clients know from the outset that their leaders will be able to resolve their challenges with your guidance.

A METHOD THAT TRAVELS ACROSS CULTURES, INDUSTRIES, AND LEVELS

Like many coaches, I genuinely want leaders to improve. That meant I needed an approach that worked across countries, cultures, industries, and organizational layers. Although I never believed there was a single approach that works everywhere, I did believe that combining best practices could produce something close to best-in-class.

My own journey kicked off with a phone call from a fellow coach in the United States. He shared what he had learned, pointed me to a few coaching approaches, and recommended certifications that had shaped his work. True to my mantra of learning from others, I listened, booked a flight, and got certified in behavioral leadership coaching as soon as I could. Looking back, it was one of the best investments I ever made.

After that strong start, the next phase was more mixed. Over the following months, I collected additional certifications. Each one offered interesting insights and knowledge—useful sparks of insight and awareness for leaders—but they didn’t come together as a well-defined coaching offer. They expanded what I knew, yet they still didn’t translate into a succinct service I could reliably use to deliver measurable results.

Over time, three elements became obvious to me. They were the missing pieces, which are now built into our coaching approach:

- **Connect coaching to organizational best practices**
Many leaders don’t have deep familiarity with coaching, but they do understand how their organizations run projects, develop products, manage customer satisfaction, drive safety performance, and improve supply chains. When coaching aligns with the principles and logic of what they already use and trust, leaders embrace change faster, and the approach feels credible.
- **Offer a cohesive coaching service**
Many coaching models provide strong psychological and behavioral insights that create awareness for the leader and insights for the coach. The challenge for the coach is to integrate all of this into a bespoke journey that meets

the leader's needs and simultaneously improves leadership effectiveness, team cohesion, and performance outcomes.

- **Embed ready-to-use tools and resources**

Certifications often provide valuable knowledge, but often not enough ready-to-use tools and resources to provide a full engagement. A strong approach needs a clear service proposition mapped over six to twelve months, with tools, resources, and structure that deliver measurable results.

By integrating these three elements, I've developed a comprehensive, practical coaching approach that builds on the best practices already embedded in organizations—so leaders and teams can confidently grow and improve together.

This didn't come from theory alone. We road-tested it with leaders, gathered feedback and results, then iterated—simplifying what worked, fixing what didn't, and strengthening the structure. Over time, it became a consistent service proposition that translated across engagements in many cultures, countries, industries, and organizational levels, and consistently delivered great results as long as leaders and teams genuinely wanted to improve together.

THE ORGANIZATIONAL LOGIC BEHIND TRIPLE WIN

Most of our clients are large multinationals. Having worked in those environments myself for many years, a few realities were already obvious to me more than fifteen years ago.

Quality and efficiency through process discipline

For over half a century, organizations have been standardizing and strengthening processes to improve quality and efficiency. It

predominantly took root in manufacturing and finance. Later it expanded into supply chain, product development, and HR. Learning and development has been one of the last frontiers of this ‘processification,’ with the same pattern now showing up in coaching and leadership development.

Return on investment is non-negotiable

Organizations don’t want ‘nice’ investments. They want value they can justify. Decision-makers ask, *Is coaching worth it?* They want ROI demonstrated through facts and figures, not just personal opinions from coaches or leaders being coached.

In my professional career in multinational organizations and process engineering, ROI discussions were part of daily life. If the return wasn’t there, the investment didn’t happen. In early supply chain optimization work, benefits were often split into quantitative and qualitative. Quantitative benefits were treated as objective and ‘real,’ while qualitative benefits were treated as subjective and a bonus. Leaders would approve the decision if the quantitative case was strong enough, assuming the qualitative upside would follow.

Leading is cocreating change with coworkers

In developed economies including the USA and Japan, many organizations experimented early with leaders involving coworkers in change to improve processes, products, services, and ways of working. That structured involvement became the foundation for things we now consider normal: quality circles, customer focus groups, safety accountability practices, upward feedback mechanisms, and more. Even in microfinance, accountability groups proved powerful.

Triple Win sits naturally in that logic: structured change, measured impact, and coworkers as collaborators with shared ownership.

Four foundations for a sustainable coaching business

If you want long-term success in the coaching business, four things matter tremendously:

1. **Measure what matters and speak the organization's language**

Show results using metrics they already recognize such as revenue growth, faster execution, improved engagement, stronger succession readiness and higher customer satisfaction.

2. **Deliver a structured service that is repeatable and scalable**

A clear service proposition makes delivery more effective, efficient, and reliable, and allows coaching to scale while remaining bespoke.

3. **Use technology where it improves quality and efficiency**

Some parts of service delivery can be done faster, more consistently, and sometimes even better using technology rather than coaches manually managing everything.

4. **Involve coworkers as contributors and co-owners of the change**

Coworkers provide input, support implementation, and reinforce follow-through. Over time, they naturally move from involvement to shared ownership—becoming cocreators of the change, just as they would in other projects inside the organization.

At the time, I didn't fully realize how important these foundations would become, but they were present from the outset. I was

fortunate with my first leaders. One of the earliest leaders I coached, Pauline, was the CEO of an FMCG organization. She was facing a set of objectives that looked almost impossible to combine: reorganize the business, close factories and cut costs, increase revenue, and raise employee engagement, all within twelve months.

Because I was just starting out, I had moments where I wondered whether I could deliver a successful engagement. Pauline, however, was exceptionally clear on strategy and disciplined in execution. She involved her management team and made them part of the leadership change. She wanted to do this collaboratively, with coworkers, and she was determined to follow through.

Because the environment was engaged, results showed up early.

And that taught me something else: during change, the existing structures often don't help much. That's why change is needed. When you can offer the leader a reliable structure in the middle of uncertainty, they embrace it. And as a coach, you also benefit, because structure keeps the leadership journey focused and on track.

Some of those early leaders were remarkably open with their team members. They didn't treat leadership change as a private project. They framed their personal leadership change as an integral part of what needed to improve in their team and wider organizational system. They brought coworkers along and they were serious about measuring impact.

Pauline was obsessed with customer satisfaction as a CEO, so she immediately liked the idea of measuring coworker satisfaction with leadership change. The CFO went further, analyzing the investment in coaching and its impact on the leader, the team, and the business. Their case study showed a return on investment of **10,000%** with a payback time of **six weeks**. (In many industries,

‘best practice’ ROI might be around 25–100%, with payback times of one to four years.) *The full case study, including how those numbers were calculated, is part of the companion eLearning. You can register via the QR code at the end of this chapter.*

You can imagine what happened next. People got excited. The CEO decided I should coach other members of the management team to accelerate the change. With a six-week payback time, that decision was a no-brainer. Budgets were reallocated from consulting toward coaching, because the value was too clear to ignore.

Needless to say, it was a big win for the leader and a massive confidence boost for me.

Those experiences confirmed three principles I still rely on today:

- **More structure creates more freedom.**
When the process is clear, it is easier to add more bespoke modules, while maintaining assurance that results will come.
- **Measuring impact at the leader, team, and organization levels fuels people’s engagement and shared ownership.**
What gets measured gets attention.
- **Success is largely decided at the start.**
People can change, but they must truly want to.

CHOOSE LEADERS WHO ARE READY FOR CHANGE

Once I saw how strong the link was between engaging the right leader, applying the right approach, and achieving the right results, I couldn’t ignore it. It wasn’t just correlation. It was cause and effect.

So I started focusing on a simple question: *What does the ‘right leader’ look like when clients expect results from the coaching for the leader, their teams, and organizational performance?*

To answer that, I looked at behavioral change methods outside leadership coaching. Habit-change programs offered surprisingly useful parallels: quitting smoking, dealing with addictions, changing eating patterns, and improving athletic performance. Across these domains, certain traits kept showing up.

One insight became obvious quickly: habits don’t exist in isolation. A behavior pattern is usually supported by other behaviors. If you want to change one habit, you often succeed by strengthening the habits you want to keep and using them to reshape the habits you want to change.

From this work, three mindsets stood out. They are the ones that drive sustainable change:

- **‘I Go’**

The leader recognizes: *I am at the center of this change. It starts with me.* They accept they can get better, they are willing to be vulnerable, and they are prepared to try new things and experiment. Most leaders already do this kind of experimentation when they change products, services, or processes. Here, they apply that discipline to themselves.

- **‘We Go’**

The leader acknowledges that coworkers are observant and well-informed, not passive bystanders. People around them already sense what needs to improve. In many cases, those coworkers want to support the change, because they also benefit from it. The leader is willing to go the distance with coworkers and make the leadership change visible, rather than confining it to confidential coaching conversations.

- **‘Let’s Go’**

Starting the journey is easy. Finishing it requires follow-up, execution, and discipline. This mindset is about consistency. It’s where the transformation becomes sustainable and embedded in the culture, and the new reality is acknowledged by coworkers.

The more I explored these traits at the start of coaching journeys, the clearer it became: success is determined at the outset of the coaching engagement. Together, the right leader and the right coaching approach produce the right results.

A REPEATABLE 95% SUCCESS JOURNEY

Let me ask you a question.

If you could wave a magic wand and know that 95% of your coaching engagements would become a raving success, as judged by the leader, their manager, and their coworkers, would you take that deal as a coach? I think you would.

In this book, I’m going to show you how to build exactly that kind of consistency.

What I share here has been road-tested with more than 100,000 leaders, and the outcomes have shown a 95% success rate of leaders getting better in the eyes of their coworkers. On top of that, 98% of leaders reported actually enjoying the change journey. From a coaching perspective, this is why I can confidently stand behind the work: when the leader is willing, the process is structured, and coworkers are involved, shared ownership of results follows.

**REAL-WORLD LEADERSHIP COACHING
INSIGHTS FROM GCG COACHES**

*When Helping Less Meant
Leading More*

MURIEL ROSA WATKINS
USA

INSIGHTS

A few years ago, I began coaching Herman, a Program Director at a mid-sized financial services and consulting organization. He oversaw the firm's largest unit across three geographic regions and reported directly to the executive team. Herman was a seasoned leader who had performed strongly in earlier roles. But his responsibilities had grown faster than his leadership approach, and the executive team had begun to feel the gap.

The CEO and COO were direct about it. Internal stakeholders were frustrated by missed goals, divergent practices across the three regions, and inconsistent service quality for the clients the unit served. The leadership team did not doubt Herman's commitment or his intentions. They doubted whether his leadership style could carry a unit of this complexity at this scale. Herman agreed to coaching primarily as a response to executive concerns. He did not yet see how his own leadership choices were contributing to the very problems he was trying to solve. He saw himself as someone holding the unit together amid significant operational complexity and performance pressure.

What 'great leadership' meant to him

At the start of our work together, I asked Herman a simple but revealing question. *What does great leadership look like to you?*

His answer gave me an important window into how Herman understood his role as a leader. Empathy sat at the center of his philosophy. Herman genuinely cared about protecting his staff from stress and pressure. He spoke about it with conviction. He believed his team leaders were already overwhelmed by operational demands, so he personally managed all hiring for the unit to keep that burden off them. He believed standardized processes would feel like micromanagement, so he had deliberately avoided introducing them. From his perspective, he was being a good leader by shielding his team from the pressure.

Although his intentions were commendable, the impact was the opposite of what he intended. The lack of consistent practices was creating confusion, duplication, and inconsistent performance across the three regions. Team leaders operated independently, each developing their own methods for handling the work. There was little collaboration, minimal information sharing, and no unified understanding of what success looked like. Across the three regions, the service organization lacked the shared standards, coordination, and discipline needed to deliver a consistently high-quality client experience. The result was not one aligned way of serving clients, but three regional teams working in parallel, each guided by its own local habits and assumptions. Herman could see the visible problems. What he could not yet see was that his own leadership choices were helping to produce them.

What the coworkers actually said

The engagement began with a clear brief from Herman and his manager about what they believed needed to change. That input mattered, but my Triple Win experience had taught me that initial alignment is only the beginning. When the leader, manager, coworkers, and other key stakeholders are involved from the start, the coaching focus is more likely to reflect the leadership reality people are actually experiencing. Their continued involvement keeps the change connected to what matters most, gives coworkers a meaningful role in the process, and enables them to cocreate the change with the leader. That shared engagement builds clarity, ownership, and momentum. It is how the real focus for Herman's development began to emerge, and how the conditions for lasting change were created.

The managers' concerns gave the engagement a clear starting point; the next step was to listen more broadly so the coaching focus could be grounded in the full leadership reality around Herman. I interviewed the CEO, the COO, senior leaders across the organization, key internal partners, Herman's direct reports, and other key people across the three regions. I wanted to understand how the people around Herman experienced his leadership, how his leadership choices were affecting their work, and what they needed from him to lead, collaborate, and perform more effectively.

What emerged did more than reframe the initial brief; it revealed the leadership pattern beneath it. The people around Herman respected his commitment, trusted his intentions, and valued how much he cared about them and the organization. At the same time, their feedback pointed to a consistent development need across the three regions.

Herman's empathy had created loyalty, but it had not created enough structure, shared discipline, or accountability. His teams needed clearer direction, common operating standards, and a stronger way to identify and scale what was already working. The opportunity was not to make Herman care more. It was to help him turn that care into the leadership practices required to run a complex, multi-region service organization with greater consistency, accountability, and quality.

The most pivotal insight came from Herman's direct reports. When I asked them about the absence of common standards across the three regions, several described the same dilemma. Because there was no shared approach to service delivery, they had each developed their own way of working with their teams and colleagues. Yet none of them was confident that their approach represented best practice. They knew the variation was creating risk, but they were hesitant to raise the concern directly. In other parts of the organization, they had seen requests for more clarity turn into tighter control and micromanagement. They did not want their concern about service quality to reduce their freedom in how they worked. As a result, they carried the uncertainty quietly, while the differences between the regions continued to grow. What Herman had framed as empowerment, his direct reports had experienced as being left to figure it out alone.

When I shared this with Herman in our next session, I asked him a direct question: *What approach have you and your leaders created to identify what works best, turn it into shared best practices, and empower the regions to apply it consistently?*

He paused. He realized he did not have a clear answer.

That was the moment the engagement turned. Together, we worked through the coworker feedback theme by theme,

looking at where the patterns converged and where they were specific to individual regions. The central focus surfaced from what the coworkers had told us, not from the initial brief alone. That focus was structure, shared standards, and consistency across the three regions.

Reframing empowerment together

Herman began to see something that years of self-reflection had not surfaced. By not giving enough attention to structure, shared standards, and service quality, he was not empowering his team. He was leaving them unsupported. Rather than seeing standardized practices as micromanagement, he started to understand that his involvement could actually create clarity, confidence, and alignment. The structure he had been protecting his team from was the structure they had been quietly hoping he would help them build.

Together, we reframed his leadership approach. Instead of leaving each region to carry its operational responsibility in its own way, Herman needed to lead his team in creating stronger systems, clearer standards, and shared ownership for quality and results. He began establishing shared best practices and interim milestones, improving accountability, and creating mechanisms for earlier course correction before goals were missed rather than after.

But the most important shift was how he engaged his direct reports in the change. He did not return to his office and design new processes alone. He brought his direct reports into the work. He shared what he had heard from their feedback, acknowledged the impact his leadership approach had created, and invited them to help shape a better way forward. Instead of presenting a finished plan, he opened

the conversation around what needed to change in how they worked together. He asked for their specific suggestions on how he could lead differently, how they could strengthen consistency across the regions, and how they could build a stronger way of working together. Their suggestions became the substance of the action plan rather than a list Herman drafted in advance.

That decision changed the entire dynamic. The new processes were not handed down from Herman. They were cocreated with the people who would have to live with them. The direct reports could see that their own input was shaping what the service organization was becoming. They could see that the structure being built was theirs as much as it was Herman's. And that recognition fueled something Herman had not anticipated. The team welcomed the involvement. The clarity, structure, and collaboration he was introducing helped them feel supported, more confident, and more connected to one another.

What Herman had feared would be experienced as control was instead experienced as care.

From three regions to one team

As collaboration increased, the regional leaders began recognizing how interconnected their work actually was. Previously, each region had operated as if its struggles were its own. One region's missed goal looked like an isolated issue. Through ongoing dialogue and alignment sessions that Herman and I designed together, the group began to see that when one region missed its targets, the whole unit suffered. They could not succeed as disconnected leaders operating in silos.

This realization created a major cultural shift. Herman stopped managing each region separately and began leading the three regions as a single unit. Cross-team collaboration became an expectation rather than an exception. Leaders started sharing knowledge, solving problems together, and supporting one another in achieving collective outcomes.

The recruitment example became one of the clearest demonstrations of the new approach. Herman had previously handled all hiring personally because he believed his leaders were too stretched to take it on. With his direct reports' input, that responsibility was redistributed. The team shared interviewing and candidate selection, brought final recommendations to Herman for approval, and took ownership of the onboarding that followed. The change reduced Herman's workload. But more importantly, it increased the team's investment in the people they hired, because they had chosen them.

What changed

Over time, the transformation became visible across the organization. Processes became consistent across the three regions. Stakeholder relationships strengthened because internal partners now experienced a unit they could rely on. Frustration with missed goals decreased as the regions gained clearer alignment around expectations, deliverables, and accountability. The executive team noted improvements in collaboration, accountability, operational consistency, and improved service quality. The unit was finally achieving the goals it had been falling short of for years.

Herman experienced his own leadership transformation as well. He learned to delegate with clearer outcomes,

standards, and decision rights rather than absorb work in an effort to protect his team. He established a stronger leadership rhythm, asking better questions earlier so issues could be surfaced, understood, and addressed before they escalated. He became more strategic, more proactive, and less reactive. And he gained something he had not had before: a clearer view of his direct reports' strengths, capabilities, and operational challenges, without taking ownership away from them.

The team experienced an equally significant shift. They moved from operating as three independent groups to working with shared standards, shared ownership, and shared accountability. A stronger service culture began to take shape across the regions. Team leaders began learning from one another, applying shared best practices, and taking greater pride in what they were building together. Coworkers across the organization could see the change too. The service organization became more reliable, more collaborative, and better able to deliver the high-quality support its internal partners needed.

Takeaway for coaches

Herman's case illustrates the core promise of Chapter 2: a structured, bespoke, reliable coaching journey produces results that the leader, the team, and the wider organization can see and rely on.

The Triple Win blueprint made the transformation more predictable and reliable, rather than dependent on Herman's effort alone. Coworker feedback gave the engagement a clear starting picture while their involvement turned a development goal into a set of practices the team

itself helped build. Structure gave Herman and his direct reports something to operate within, and shared ownership made that structure feel bespoke rather than imposed. None of these coaching approaches were unique to Herman as a person or his situation. They are the same core elements the blueprint applies to any leader, in any sector, who is serious about creating change that lasts.

The three mindsets behind the journey, *I Go, We Go, Let's Go*, show up in exactly the order this case demonstrated. Herman first had to accept that the change started with him. Then he had to bring his coworkers in as cocreators of leadership and change, so the new standards were not something done to them, but something built with them and owned by them. Then he and the team had to sustain the new practices long enough for them to become the way the service organization operated. That sequence is what makes the blueprint reliable. It is also what makes the results visible to everyone around the leader rather than only to the leader themselves.

Herman's team did not need protection from structure. They needed structure they could trust. They did not need a leader who carried everything alone. They needed a leader who carried it with them. When coaching delivers that, leadership development stops being a private exercise and starts producing a Triple Win. Better Leaders. Better Teams. Better Results. Confirmed by the people who experience the change every day.

For Readers of This Book

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Continue your learning beyond the chapter with additional cases, examples, coaching tools, and practical demos that help you apply the Triple Win methodology in your coaching practice or leadership development programs.

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FINAL REFLECTIONS

TRIPLE WIN IN AN AI WORLD

Better tools, sharper thinking, and more
human coaching where it matters most

I still remember the early years of my coaching career. Late nights at my desk, articles and frameworks and interview notes and assessment reports spread across the floor, trying to find the one insight that would actually move the leader I was meeting in the morning.

If I wanted to help that leader think better, I had to go hunting. I read widely. I called experienced coaches in other countries. I gathered the best ideas I could find and worked to turn raw material into something practical for the conversation ahead.

Much of that work was necessary. It was also exhausting.

Today, that part of the coaching journey is changing. AI can help coaches and leaders access useful content, stronger first drafts, sharper questions, and broader perspectives in minutes rather than days. Used wisely, it can make parts of coaching faster, more robust, and more valuable.

But here is the part that matters most. More content does not automatically create more context. More know-how does not automatically create more show-how. And better technology does not automatically create better leadership. Leadership still becomes real the same way it always has: when a leader turns insight into behavior that coworkers can see, feel, and trust.

FASTER ACCESS, SAME REAL WORK

Performance pressure starts in session one. In high-stakes coaching, leaders are on the clock from the first conversation. They need to improve, gain traction, and create meaningful change within the hours provided in the coaching engagement. That means the coach is on the clock too. In an AI world, that pressure only increases. Information, ideas, and frameworks are now widely accessible. So the question is no longer what resources and insights the coach can provide. The question is

how the coach can bring sharper judgment, stronger relevance, practical direction, and human insight that translate into visible progress and leadership impact that other people actually notice.

This is exactly where AI brings real promise.

For the coach, AI can help organize feedback more quickly, identify themes in behavioral interviews, structure development areas more clearly, and draft first-pass action plans with far less manual effort. It can surface relevant development content faster. It can help pressure-test an idea from different angles before bringing it into the conversation.

For the leader, AI can help get to useful content faster, sharpen their thinking, and explore better options before they act. Leaders are busy. They do not have endless time to search for articles, compare viewpoints, or turn rough suggestions into something usable. AI can save time and improve the quality of the first draft.

And that matters, because the real value of coaching has never been in content alone. It has always been in how the coach helps the leader think more clearly, decide more effectively, and lead more successfully in the context of their coworkers. AI can accelerate preparation, broaden perspective, and improve the quality of early thinking. But better inputs do not automatically produce better leadership. Leadership improves when insights are turned into decisions, decisions into actions, and actions into consistent behavior that coworkers can see, feel, and trust. That is where coaching demonstrates its value: in the actual coaching conversation where assumptions are challenged, choices are clarified, and the leader leaves with a clear action plan to lead in ways coworkers can see, feel, and experience as meaningful improvement. Used wisely, AI can help the coach and leader reach that level of conversation sooner and shape better-quality actions, so the coaching translates more quickly into leadership behavior coworkers can feel and trust.

FROM 'IF' TO 'HOW'

This is where AI can shift the coaching conversation in a way that genuinely matters.

In a typical sequence, the leader selects coworkers' suggestions to include in the action plan. From there, the coaching work becomes very practical: how do we turn these suggestions into action items? How should they be framed, adapted, sequenced, and communicated so they fit the leader's environment, can be implemented successfully, and make it easier for coworkers to support and recognize their impact?

Traditionally, this part of the process took meaningful coaching time. Coach and leader would work through the suggestions together, testing different ways to convert them into practical, relevant, and workable action items. That work was crucially important because it is one thing to hear a useful suggestion from a coworker and quite another to turn it into action that actually fits the leader's authentic style and lands well in their day-to-day reality.

AI can now support that part of the process before and during the coaching conversation. It can help generate stronger first drafts of action items, suggest ways to frame and sequence the action, and offer practical variations for the coach and leader to discuss together. That does not replace the coaching judgment required. It improves the starting point, so the conversation can move more quickly into refinement, decision, and implementation.

That shift does three things at once. It saves time. It reduces resistance and improves insight because the leader is no longer debating whether to act, but shaping how to act early on. And it creates immediate forward motion because, from the outset, the conversation is anchored in reality rather than starting from a blank page. In my experience, this is one of the most practical

benefits AI can bring to coaching. It accelerates the thinking and brainstorming part of the conversation and moves the energy more quickly from deliberation into decisions about change implementation, which is exactly where results are created.

AI AS AN ADDITIONAL COWORKER

There is another role AI can play that fits naturally into the Triple Win approach: AI as an additional coworker.

Throughout this book, I have emphasized the power of coworker suggestions. They ground the leader's action plan in reality. They bring relevant perspectives the leader and coach might not see on their own. They create shared ownership.

AI can function in a similar way. It can offer additional ideas and suggestions that complement what coworkers have already provided. It can help analyze the suggestions coworkers give and structure them into a clearer draft action plan based on the leader's roles and responsibilities. It can also help define those actions more precisely, so coworkers can more easily understand them and share ownership in their implementation.

Think of AI as a virtual team member who is always available, remembers relevant input across the coaching journey, has no ego, and can process a large volume of input quickly. It does not replace the human coworkers whose lived experience makes the real change relevant. But it can add another useful voice to the conversation and help make everyone's contributions sharper and more actionable.

HELPING LEADERS RECEIVE FEEDBACK CONSTRUCTIVELY

AI can also help with something that coaches deal with constantly: leaders who struggle to receive feedback without becoming defensive.

Many leaders genuinely want to improve, and they still feel a sting when feedback touches their identity, reputation, or habits that have been reinforced for years. AI can sometimes take some of the emotional heat out of that moment. It can help reframe a suggestion so the leader sees it not as a personal criticism, but as part of a broader leadership challenge that many capable leaders wrestle with.

That reframing can be surprisingly powerful. The leader moves from ‘Why are they saying this about me?’ to ‘How do effective leaders typically handle this, and what would that look like in my world?’ That is a healthier and more productive starting point for change.

AI does not replace the coach’s skill in navigating these moments. But it can provide an additional lens that makes difficult feedback feel more relevant and more acceptable.

CONTENT IS NOT CONTEXT

At present, AI is already very good at content. It can surface best practices, frameworks, examples, developmental suggestions, learning resources, and possible actions at impressive speed. It can broaden the range of options available to a coach. It can help a leader think through a challenge with more structure and more alternatives.

That is valuable. But leadership does not rise or fall on content alone. Leadership rises or falls in context. It lives in the team dynamic, the culture, the timing, the pressure, the history, the politics, the level of trust, the quality of execution, and the daily interpretation of behavior by the people around the leader. That is where leadership becomes real. And that is where AI still has clear limitations.

To borrow an analogy from earlier in this book, AI may become remarkably good at understanding medicine. But the leader, the coach, and the coworkers still know the patient far better. That distinction matters enormously.

AI may suggest that a leader should delegate more, listen more actively, empower others more, or become more decisive. Fine. But what does empowerment look like in this team, with these people, under this pressure, in this culture, at this moment?

One coworker may want broad freedom and minimal interference. Another may want clear guardrails, frequent alignment, and greater predictability. One team may interpret speed as strength. Another may interpret that same speed as recklessness. Leadership can never be reduced to generic advice. Until it is translated into the leader's bespoke environment, it remains unfinished.

KNOW-HOW IS NOT SHOW-HOW

This brings us to what I believe is one of the most important distinctions in an AI world.

AI is becoming very good at helping leaders understand what effective leadership looks like. It can describe the principles behind strong communication, better delegation, inclusive decision-making, or healthier team dynamics. It can offer examples and generate questions.

But know-how is not the same as show-how.

Show-how is where leadership leaves the mind and enters the moment. It is the difference between understanding that you should listen better and knowing how to do that in a tense executive meeting where time is short, opinions are strong, and the leader feels under pressure to make a decision quickly. It is the difference between understanding that you should empower others and knowing how to empower one coworker who thrives on freedom while guiding another who needs more clarity at the start.

That translation from know-how into show-how is where the leader's real-world context becomes decisive. The leader lives it. Coworkers experience it. The coach helps make sense of it. AI can help with the draft of the 'what.' The leader, the coach, and the coworkers still have to cocreate the 'how.'

And that is precisely why Triple Win becomes even *more* relevant in an AI world, not less.

TRIPLE WIN WAS BUILT FOR THIS REALITY

Long before AI became part of everyday business conversations, we had already learned something fundamental: the system around the leader matters enormously. The leader is not an island. Coworkers are not spectators. Better leadership does not become real simply because the leader has gained insight in a private conversation. It becomes real when coworkers experience the change, contribute to it, and share ownership of it.

As AI makes content easier to access, the real differentiator becomes even clearer: context. And for decades, our coworker-based approach has been designed to bring that context into view. Coworkers help reveal what matters most. They help clarify what 'better' looks like in practice. They help shape the

action plan. And because they are part of the journey, they are much more likely to support the change as well.

Technology has already helped us do some of this better over time. AI will strengthen that capability further. It can help organize coworker suggestions more quickly, identify recurring themes more clearly, and turn broad suggestions into stronger draft actions that the leader and coach can then refine.

But AI does not replace coworkers. It helps the leader and the coach see coworker input more clearly, more quickly, and sometimes more intelligently. The context that makes leadership real still comes from the people who live and work alongside the leader every day.

THE COACH'S VALUE RISES, NOT FALLS

Whenever a new technology enters a profession, people ask the same question: *Will this reduce the need for the professional?*

In coaching, I believe that is the wrong question. The better question is: *Where does the coach become even more valuable?*

If AI can take over more of the lower-value first-draft work, the coach is free to invest more time where it matters most. Less time compiling resources, more time coaching. Less time manually converting suggestions into action items, more time asking the tougher questions: Which of these ideas truly fits this leader's world? Which actions are most likely to be experienced positively by coworkers? Which suggestions look elegant on paper but will fail in practice? Where is the leader resisting what needs to happen? Where does courage need to show up?

That is high-value coaching work. And AI makes more of it possible by clearing the lower-value tasks out of the way.

Coaches who use AI well are not outsourcing their expertise. They are deploying it where context, discernment, empathy, care, and human insight matter most.

THE NEXT FRONTIER SHOULD BE APPROACHED WITH DISCIPLINE

Over time, AI will increasingly play a significant role in coaching and leadership. It will help coaches and leaders synthesize information faster, surface patterns more efficiently, and examine more angles in less time.

But this is not a reason for hype. It is a reason for discipline. Wise use matters. Respect matters. Judgment matters. Privacy matters. The pace of adoption will also be shaped by data protection, confidentiality expectations, and IT security. This is not the moment for inflated promises. It is the moment for thoughtful application.

The right questions are not whether AI will replace the coach, the leader, or the coworker. The better questions are: How do we use AI to save time where time is wasted? How do we use it to improve the quality of analysis and action planning? How do we use it to help the leader think more clearly? And how do we use it to strengthen the real work of leadership change rather than distract from it?

BETTER TOOLS, MORE HUMAN LEADERSHIP

Ironically, as AI becomes more powerful, the human side of coaching and leadership becomes more visible. Once content becomes abundant, context becomes the scarce resource. Once know-how becomes easier to access, show-how becomes the real

differentiator. And once drafts become easier to generate, the real value shifts even more strongly toward discernment, courage, relevance, shared ownership, and visible implementation.

I do not believe the future belongs to coaches who resist AI. And I do not believe it belongs to those who imagine AI makes the coach unnecessary. I believe it belongs to coaches and leaders who use better tools to create more human, more context-rich, and more measurable change.

AI can help us get to stronger content faster. It can help us think more broadly. It can help both coach and leader save time and improve quality. But the real draft that counts is still written somewhere else. It is written in the day-to-day experience of coworkers. It is written in how the leader listens, decides, empowers, follows through, and shows up under pressure. It is written in whether the team feels the change, whether the culture improves, and whether the leader becomes better in a way others can actually see and trust.

That is still the real work.

And when AI helps us do that work better, without confusing content for context, or know-how for show-how, it becomes a real asset to coaching—not a replacement for it but a way to strengthen it.

And when that happens, *everybody wins*.

"Will's Triple Win coaching methodology reflects my Working Together Leadership System: include everyone, make improvement visible, build shared ownership, and connect leadership behavior to team and business performance."



Alan Mulally CEO of Ford, 2006–2014
#3 Fortune "World's 50 Greatest Leaders"

If coaching is meant to improve the leadership that coworkers experience every day, then consistently involving coworkers is just common sense. Yet conventional coaching often doesn't.

This book changes that.

Everybody Wins shows you how to improve the leader by involving the people who work with them every day, so the results become visible, measurable, and undeniable. Better Leaders. Better Teams. Better Results. Confirmed by the coworkers who experience the change firsthand.

Built on more than 30 years of coaching across six continents and refined through more than 100,000 leaders coached, Will Linssen's methodology has produced a 95% coworker-confirmed success rate. It is structured, repeatable, bespoke, and built for coaches and leaders who care about both people and outcomes.

If you want to create change coworkers can see, feel, and confirm, this is the methodology for you. When everyone in the system contributes to the change, everyone gets to claim the win.

Everybody wins.



WILL LINSSSEN

Will Linssen has been ranked World's #1 Leadership Coach by Global Gurus (USA) and World's #1 Coach Trainer by Thinkers50 (UK), serves as advisor to the Harvard Business Review, and is recognized as a LinkedIn Top Executive Coaching Voice.

Will is an Amazon #1 International Bestselling Author. With more than 30 years of experience in executive leadership across Europe, North America, and Asia, he holds the International Coaching Federation's highest accreditation: Master Certified Coach. He is the founder and CEO of Global Coach Group, the world's #1 international leadership coaching network, with over 4,000 coaches worldwide serving Fortune 500 companies and leading multinational corporations.